

*Office Memorandum* • UNITED STATES GOVERNMENTNO CHANGE in Class. ☐

TO : Chief, Management Staff

DATE: 18 June 1956

CLASS. CHANGED TO: TS

FROM : Acting Comptroller

Auth: ~~TS~~ REG. 77/1793

Date: 21 Feb 78 By: 022

SUBJECT: Survey of the Fiscal Division, Office of the Comptroller

4/24/56

1. Further reference is made to your undated memorandum relative to the survey of the Fiscal Division and our reply of 4 May 1956 relative to the recommendation in paragraph 5.c., "That a request to change the T/O of the Accounting Branch to reflect the actual organization be initiated."

2. Recommendation 5.a.

We agree, per statement contained in your paragraph 3.b., that attempts by lower grade personnel to straighten out irregularities in submitting documents have not been very successful. For this reason, higher level liaison was and is now being used with much greater success. Document irregularities are, however, a continuing problem and it will be necessary and is our objective to have appropriate high level officials of the Fiscal Division and Office of the Comptroller concentrate as much time as is practical on liaison with other pertinent agencies and CIA components for the purpose of improving the submission of documents and to assure continuance of corrective progress made.

3. Recommendation 5.b.

The recommendation, "That the Fiscal Division T/O be further reduced immediately by five," does not have our concurrence in its entirety. The reduction of the one position in the Fiscal Processing Branch, as recommended, was effected by a reduction in that Branch from 12 to 10 positions about three months ago when the Division's T/O was reduced from 74 to 69, a total of five positions and not four positions as stated in paragraph 4.e. As to the other recommended reductions in three branches, they have been previously given consideration and it is the judgment of this Office that they should not be effected. As indicated above, the T/O of the Division was recently reduced 6.76%. Extensive changes in procedures to further mechanize some of the work of the Payroll Branch are now being initiated; these will be confronted with some confusion during the conversion period of some months, and it is conceivable that every available employee of the Branch will be needed if expected performance is to be realized; any immediate and further reductions in the T/O of the Payroll, Claims, or Accounting Branches could jeopardize that performance and place the Division in a most vulnerable position.

The recommendation for the new procedures also assured for the future a smaller T/O and if and when in the future a further reduction in the T/O seems justified, it will be effected.

4. Recommendation 5.d.

Some of the minor recommendations referred to have already been placed into effect and those that have not are being considered and appropriately acted upon.



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DDA Memo, 4 Apr 77

Auth: DDA Memo, 17/1783

Date: 21 Feb 78 By: OLL

**The Comptroller**

**Chief, Management Staff**

**Survey of the Fiscal Division, Office of the Comptroller.**

**1. PROBLEM:**

To determine the organization, staffing, functions, operations, and procedures necessary for the Fiscal Division to carry out its mission effectively and economically.

**2. FACTS BEARING ON THE PROBLEM:**

a. The following facts are revealed by the attached Management Staff Survey Report:

- (1) The Fiscal Division is responsible for planning, coordinating, reviewing, administering, developing, and maintaining the accounting and audit control of all vouchered funds and the reporting control of all vouchered and unvouchered funds appropriated or transferred to CIA and NSC.
- (2) The division is organized into six branches under the direction of a Chief and Deputy, with responsibilities delegated on a functional basis. The Payroll Branch is the only one that has sections officially recognized on the T/O, however, the Accounting Branch is organized into sections, but they are not reflected on the T/O.
- (3) Operations were found to be basically sound, but in collaboration with the Fiscal Division and IAS, a number of operational improvements (some which had been initiated before the survey) were instituted. (See TAB J.) The major areas for improvement in operations remain: (a) more effective liaison, both internal and inter-Agency, to decrease irregularities in submission of vouchers and supporting documents, and (b) the payroll operation.
- (4) Although at the beginning of the survey staffing was generally found to be in line with the organization and workload of the division, many of the branches were found to be operating below the established T/O. Operational improvements have reduced the work burden of all branches. In the Payroll Branch the payroll sections have been reduced from five to two with a corresponding reduction in supervisory positions. One clerk position in the Fiscal Processing Branch has also been eliminated.

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### 3. DISCUSSION:

- a. There is no overlapping of functions between branches of the division. The comparatively small number of personnel in each branch and the character of the workload account for the lack of sections in all but two branches.
- b. Procedural changes have eliminated duplicate copies of vouchers, supporting papers, and contracts, effecting savings in man-hours and filing space, but there are other problems requiring corrective action. Attempts by lower grade personnel to straighten out irregularities in submitting documents have not yielded permanent results. Recently some progress has been made where higher level liaison has been utilized.
- c. Due principally to employee unrest, operational and organizational changes in process were suspended in the Payroll Branch about 1 August 1955. With the recent change in Branch Chief and reduction in supervisors, procedures and organization are being re-evaluated, including possibilities of further mechanization, and the advantages of placing payrolls and machine operations under one head are being considered.

### 4. CONCLUSIONS:

- a. Including the Payroll Branch, the organizational structure and assignment of functions are satisfactory for performance of the division's mission. Decision should be deferred on the proper organizational placement of the payroll operation until completion of a mechanization study now in progress.
- b. The T/O of the Accounting Branch should reflect the actual organization.
- c. With the improvements already installed, the basic procedures for processing vouchers and controlling accounts are sound. Improvements can still be made by installing the unimplemented recommendations in the attached report, and devoting additional attention to liaison.
- d. With the recent changes in the Payroll Branch, employee unrest and inadequate control of operations should reduce. It is concluded that the operations problems in the Payroll Branch should be largely solved upon successful completion of the current study of further mechanization of operations and proper organizational placement of the payroll function.
- e. Procedural and organizational changes already accomplished have reduced the work burden and supervisory requirements of the division; and, although four positions have been eliminated, further reductions can be made.

**5. ACTIONS RECOMMENDED:**

It is recommended:

- a. That a greater amount of time be spent by the appropriate, high level, officials of the Fiscal Division and Office of the Comptroller on liaison with other agencies and CIA components for the purpose of improving the submission of documents and to assure continuance of corrective progress made.
- b. That the Fiscal Division T/O be further reduced immediately by five, as follows:

Accounting Branch	- 1
Claims Branch	- 1
Fiscal Processing Branch	- 1
Payroll Branch	- 2
- c. That a request to change the T/O of the Accounting Branch to reflect the actual organization be initiated.
- d. That the minor recommendations for operational improvements, which are set forth in the various appendices, be implemented.

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Attachment:  
Survey Report

Mgt/S/MRW:ee (12 Apr 1956)

*MRW*